

PLANNING AHEAD

Notes for the Planning Community

Volume 3, Issue 6

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A Word from the Editor

Harry Kitch – CECW-PG

The careful reader will have noticed that we have missed a couple of months in our publication schedule. As Jim Johnson notes below, we have been rather busy with HQ restructuring, implementing an electronic document management system and preparing for a move. We hope to resume a more predictable schedule as we settle into our new cubicles at 441 G Street. [book icon](#)

Notes from Jim Johnson

As I write this, we are experiencing significant change here in Washington. On July 16 we formally merged Planning Division and Policy Division into one organization – Planning and Policy Division as part of a larger HQUSACE restructuring. Along with that reorganization, our Planning and

Policy office has a new team – Raleigh Leef is Deputy Chief, Betty Lou Edwards is Administrative Officer, Sue Ragon is Program Analyst, and Lucille Clark is Division Secretary.


Planning and Policy Division consists of five branches: Mission Planning and Development Branch, with Rennie Sherman as Chief; Legislative Management Branch, with Larry Prather as Chief; Guidance Development Branch, with Harry Kitch as Chief; Policy Compliance Support Branch, with Doug Lamont as Chief; and Planning Management Branch.

As you may know, John Burns retired as Chief, Planning Management Branch effective July 28 after an exceptional career with the Corps. Jan Rasgus will fill this position on a 90-day assignment; and we have initiated both 1-year temporary and permanent recruitment actions for this position. In addition to John, we are also bidding farewell to Barry Kennedy of Planning Division and Patricia Luvender of Policy Division. We will miss them, and I know you will too. Incidentally, we also intend to recruit for Barry's position in Planning Management Branch.

Along with this reorganization, HQUSACE is moving. Along with other Civil Works offices, on about August 18, Planning and Policy Division will relocate to the Third Floor at 441G Street, NW, known to some as the GAO Building. This relocation will provide for much easier interaction among HQUSACE staff, especially for Planning and Policy staff currently spread throughout the Seventh Floor of the Pulaski Building

You also may be aware of some major changes at the top of our organization. LTG Joe Ballard retires on August 2. MG Russ Fuhrman will serve as Acting Chief of Engineers from August 2 until our new Chief is on board. In that regard, the President has forwarded the nomination of MG Robert Flowers to Congress to be our next Chief of Engineers. MG Milt Hunter has been designated as the next Deputy Chief of Engineers.

In November, the Nation will elect a new President and a new Congress. Regardless of which party wins, we will have a new Administration, a new cabinet and different policies affecting the Corps of Engineers. We can also expect the Administration to have a different relationship with the new Congress. That makes for interesting times if you like change. Hopefully, both the new Administration and Congress will appreciate the value added to the Nation by the Corps of Engineers.

Finally, I would like to congratulate several newly selected planning and policy chiefs: Larry Donovan in Southwestern Division, Sharon Bond in Nashville District and Christine Brayman in Buffalo District. We have several senior planning and policy recruitment actions now underway with more to follow. Let me take this opportunity – once again – to remind those of you who qualify for these positions to ***take the challenge!*** I want you ***all*** to seriously consider applying for these positions, not just those positions within your comfort zone. I encourage field planners to apply for HQUSACE positions, HQUSACE planners to apply for field position, and for all of you to consider diverse locations. 

1999 Planning Excellence Award and Outstanding Planning Achievement Award

Jim Johnson – CECW-P

I am pleased to announce the recipients of the 1999 Planning Excellence Award and Outstanding Planning Achievement Award. This year we are pleased to announce co-winners for both awards.

The Planning Excellence Awards for 1999 are awarded to Ms. Amy M. Guise of the Baltimore District and Mr. Paul M. Hathorn from Fort Worth District. Ms. Guise is commended for her innovative formulation work for environmental projects and Mr. Hathorn for his work on the Upper Trinity EIS and the Dallas Floodway.

a. Ms. Guise is recognized for her contributions in developing a formulation process for the characterization, assessment, and prioritization of ecosystem restoration solutions; developing a mechanism to quantify environmental benefits; developing innovative solutions to existing stormwater restoration problems; and refining the quality control process. Her innovative solutions have contributed to the existing plan formulation body of knowledge and available tools and techniques.

b. Mr. Hathorn is recognized for his leadership in the reformulation of the multiple-purpose Dallas Floodway Extension project and in the related Upper Trinity Programmatic Environmental Impact Statement. He has demonstrated exceptional effort in emphasizing non-structural flood damage reduction and environmental restoration projects.

The 1999 Planning Achievement Awards go to the New York – New Jersey Harbor Navigation Study Team from New York District and the Jacksonville District Team for the Central and South Florida Project Comprehensive Review Study Team.

a. New York District's Navigation Study Team successfully completed a complex, politically and environmentally sensitive, 18 million-dollar, cost-shared feasibility study under significant time constraints. The study effort presented the team with significant time, technical, managerial, social, environmental, and political constraints and challenges that required effective teamwork, communication, innovation, analytical sophistication, and creativity to overcome. Significant plan formulation challenges were overcome through consensus building among competing interests, resolving dredge material disposal issues, and establishing a 22 Federal and state agency agreement to conceptualize a mutually acceptable future development plan for the port area.

b. The Central and South Florida Project Comprehensive Review Study team's unique and innovative approach to planning ensured the successful completion of the Integrated Feasibility Report and Programmatic Environmental Impact Statement. The team included a broad range of disciplines with representatives from more than thirty Federal, State, county and local governments and other interests. The team's approach to innovative product development through the use of the Internet, CD-ROM, and bilingual summary documents contributed greatly to the success of the study.

I would also like to recognize additional outstanding individuals and teams for their valuable contributions to the Corps water resources program.


a. The following individuals were nominated for the Planning Excellence Award by their Division Commanders for their significant contributions to the Corps water resources program:

Timothy D.F. Young	Honolulu District
Teresa A. Kirkeeng-Kincaid	Rock Island District
Roger A. Burke	Mobile District
Colette M. Luff	Detroit District
Kristin M. Loll	Seattle District
Karen Rippey	San Francisco District

b. The following teams were nominated for the Outstanding Planning Achievement Award by their Division Commanders for their significant contributions to the Corps water resources program:

Lewisville Lake Study Team
Upper Mississippi River Navigation Study
Public Involvement Team
Cincinnati Waterworks Sec. 14 Study Team
Lower Decatur Project Team

Fort Worth District
St. Paul, Rock Island,
St. Louis & New Orleans Districts
Louisville District
Omaha District

All these individuals and teams are to be commended for their contributions to solving the Nation's water resources problems. My congratulations to all on jobs well done. 

Senior Planning Vacancies

We have created this special section in *Planning Ahead* to highlight vacancy announcements for senior planning positions, especially planning chief positions. We encourage all divisions and districts to place senior planner position announcements in *Planning Ahead* to give them greater visibility. Also you can find most vacancy announcements at <http://cpol.army.mil/va/scripts/public.html>

Northwestern Division

The Western CPOC does not advertise positions but develops referral registers from RESUMIX submissions. Instructions to submit their RESUMIX to the Western CPOC can be found on the web at <http://www.cpol.army.mil/>.

PROGRAM MANAGER (STRATEGY), GS-340-15 Serves as Chief, Business Management Office, reporting directly to the Director, Civil Works & Management Directorate. As the assigned responsible management official, provides overall direction and guidance for near and long-term strategies and methods for institutionalization and sustainment. Coordinates, integrates, leads and directly controls the efforts associated with the assigned program. The incumbent applies a high degree of managerial and technical knowledge, as well as a thorough knowledge of functional activities of all Corps of Engineers mission areas to apply principles to analyze situations, identify problems, probe causes, and select courses of action for technical and functional specialists to pursue. Gauges the efforts required to the situation at hand, to be selective in which to do and how to proceed, and to recognize the resulting impact in terms of schedule, costs, risks involved, and tradeoffs necessary. Communicates in writing and in person-to-person in order to communicate with various levels of technical, professional, management and administrative personnel. Serves as the Executive Director of the Regional Management Board and Division Board of Directors. Drawing on resources from throughout the Northwestern Division, operates a "think tank" for developing the command's collective strategy on areas that affect the fiscal, planning environment, and future roles of the Division in supporting the needs of the Nation, the U.S. Military, other Federal agencies, and local sponsors. Anticipates, identifies, conducts research and analysis, recommends strategies and concepts of operations for major contemporary, emerging, and strategic issues confronting the command. Formulates and recommends strategy for issues, initiatives, and ideas that are

identified, directed, collected, or anticipated in contemporary and future environments. Continually provides rapid and rational judgment on critical issues facing the command and provides recommendations that affect the Civil Works, Military Programs and Support for Other missions of the Northwestern Division. Supervises execution of the Division Campaign plan working in a matrix environment to ensure initiative milestones are met. Diplomatically works with senior leaders from HQUSACE, the Division staff, and subordinate Districts to build consensus for corporate goals and initiatives. Serves as the Division liaison with HQUSACE to stay abreast of initiatives and to ensure HQUSACE is familiar with Division actions. Incumbent is able to communicate effectively in writing and personal contacts in order to communicate with various levels of technical, professional, management and administrative personnel at all levels of USACE, the DA, and the Administration. Assignments require extensive travel throughout the Northwestern Division's area of responsibility, which encompasses 14 states representing nearly 25% of the geographically contiguous United States.

COMMAND STRATEGY SPECIALIST, GS-301-13 Serves as the Strategy Officer in the Business Management Office, Civil Works & Management Directorate. Working in a team environment sets priorities for matrix teams comprised of personnel from various Division and District offices. Leads the development of the Command's collective strategy in areas that affect the future direction of the Northwestern Division, such as: program development and execution, fiscal requirements, human resource requirements, and planning environment; the future roles of the Corps of Engineers in meeting the Nation's needs in water resources, military construction, and military installation support; and in meeting the engineering needs of other Federal agencies. Anticipates, identifies, conducts research and analysis, recommends strategy and concepts of operations for major contemporary, emerging, and strategic issues confronting the command. Formulates and recommends strategic direction to address issues, initiatives, and ideas that are identified, directed, collected, or anticipated in contemporary and future environments. Incumbent maintains an active dialog with Headquarters, Corps of Engineers; Department of Army; other governmental agencies at the Federal, state, and local levels; and the corporate community. Maintains and extends a wide area networking capability throughout government and the non-governmental organizations that may support the current and future interests of the Corps. Serves on strategy development teams at the Headquarters level. Continually provides rapid and rational judgment on critical issues facing the command and provides recommendations that affect the Corps relationship with the Department of Army, the Administration, and the US Congress.

Mississippi Valley Division

Supervisory Programs Manager (GS15-0340) As Chief, Programs Execution Division, the incumbent is responsible for planning, organizing, supervising, coordinating and controlling the work of the Division and is one of four key subordinates of the Director of Planning and Programs Management. This work consists of providing staff oversight, leadership and guidance to the districts in MVD in the planning and execution of assigned projects; devising and implementing strategies to improve execution of MVD/MRC programs; assuring the quality of district planning and program management performance; conducting and coordinating Division-level oversight of projects and programs throughout the planning, engineering, construction and operation phases; monitoring the status of projects throughout the Division and responding to district requests for assistance to facilitate their completion; assessing current and future trends of the Corps mission as they relate to the MVD/MRC; developing recommended organization changes to best fulfill requirements to support future missions; and providing support activities related to management of FTE's, spreading of work and contracting to provide an equitable proportion required to maintain a competent work force. Serves as consultant and advisor to the Division Commander and Director of Planning and Programs Management on planning and program management matters. Maintains a system to monitor and evaluate the progress of all projects within MVD/MRC. Takes steps to

resolve potential problems before they adversely impact projects. Reports regularly to the Commander, MVD, and the Director of Programs Management on program status and problems. Monitors and evaluates the technical and managerial performance of district counterparts. Provides Quality Assurance of district planning and program management systems and processes. Monitors program execution, analyzes trends, recommends and/or carries out actions to program execution performance, Coordinates MSC input to PSP's and PMP's and MSC compliance with ER 5-1-11

If interested, please look for the announcement at the <http://cpol.army.mil> website, under South Central.




Items of Note - On the Web

Ellen Cummings - CECW-PD

You can click on <http://www.usace.army.mil/inet/usace-docs/> to get to the main publications page and then the “What’s New” link to keep track of the new publications. Recent publications of note:

- Can’t tell the players without a scorecard? The new HQ branch names and office symbols can be found in EC 25-1-285, Office Symbols. Web address is <http://www.usace.army.mil/inet/usace-docs/eng-circulars/ec25-1-285/toc.htm>.
- ER 405-1-12, the Real Estate Handbook, incorporating change 34 dated 15 May 2000 is now on the IM page. This is the Real Estate regulation cited in ER 1105-2-100.
- ER 200-1-1, “Policy and General Requirements for the Environmental Innovative Technology Program” was published 30 May 2000. The proponent is CEMP-RA and environment as used in the regulation appears to relate to remediation as opposed to ecosystem restoration. The program managers are to be the centers of expertise for HTRW and Ordnance and Explosives.
- ER 415-345-38, “Construction – Transfer and Warranties” is dated 30 June 2000 and the proponent is CEMP-EC. While the thrust of the regulation appears to be military construction, it applies to civil works and requires PCAs to include information about transfer and warranty procedures.
- ER 385-1-96 and the accompanying EP, both dated 1 June 2000 discuss the “USACE Ergonomics Program Policy.” If you are interested you might contact your Safety and Occupational Health office.
- A revised draft of the Quality Management Regulation is now available at the following address <http://www.hq.usace.army.mil/qm/>. A brief discussion of major changes and a link to all of the original comments and responses is provided. Once it is final, this regulation will apply to all Corps activities.
- [EC 11-2-179](#), Corps of Engineers Civil Works Direct Program - Program Development Guidance - Fiscal Year 2002 is now on the web at <http://www.usace.army.mil/inet/usace-docs/eng-circulars/ec11-2-179/toc.htm>. This EC provides guidance for the preparation of the FY 2002 budget request. Although preparation of the FY 2002 budget is well underway, the budget EC provides insights into the process and may help in answering questions that occur during the year. Any questions should be addressed to CECW-B.

- ER 1130-2-445, Civil Works Digital Project Notebook is now on the web at <http://www.usace.army.mil/inet/usace-docs/eng-regs/er1130-2-445/toc.htm>. This ER provides instructions for updating the Digital Project Notebook using the Internet. The Digital Project Notebook may be accessed at <http://crunch.tec.army.mil/dpn/webpages/dpn.cfm>.
- The “Programs Management News” Vol. III, Issue 2 for May/June 2000 may be accessed at <http://www.usace.army.mil/inet/functions/cw/cecwb/news>. Also the July issue of the “Engineering and Construction News” is available at <http://www.usace.army.mil/inet/functions/cw/cecwe/notes/>. Both editions contain instructions for being placed on a mailing list.


If you are aware of a site that may be of interest to others, please send a note with the address and a brief description to Ellen Cummings. 

Planning Guidance Update

Lillian Almodovar – CECW-PG

We appreciate the positive comments and accolades we have received on the issuance of the revised PGN. As you use the guidance in your day to day planning activities you will realize there are some items missing in the guidance. Some of them were left out for particular reasons (such as the information contained in EC 1105-2-208) others just plainly disappeared in cyberspace. To assure that you have access to this information before the next revision of the PGN, we have placed the ones that disappeared in Planning’s Homepage for easy access. These are the GI fact sheet and instructions and the Statement of Disclosure of Lobbying Activities.

EC1105-2-208 provided instructions on the preparation and use of PSP’s that are now part of the Management Plan (MP) under the responsibility of Programs and Project Management. Much of the information contained in EC 208 is still useful but planners engaged in the development of MP’s for planning studies should seek current guidance on the development of this document from their project managers.

Once again we appreciate your comments and input. Please report missing items and all other comments immediately to CECW-PG. 

Just Released, the Year 2000 Navigation Data Center CD-ROM

Arlene L. Dietz, CEWRC-NDC

No waiting for a download, that is the benefit of utilizing the convenient “**NDC Publication and U.S. Waterways Data CD**” which was recently mailed to Corps offices. The CD-ROM complements the NDC web site at www.wrsc.usace.army.mil/ndc which gives universal access to non-confidential NDC data, as well as the timely monthly data updates.

The CD’s coverage of both summary statistics and supporting public data sets allows one, for example, to compare 1998 and 1999 lock statistics for individual locks from a summary document, or if one needs detailed data, to delve into 5 years of data. Perhaps the user might need to understand the

relationship of the Corps-maintained channel to geographically specific U.S. Coast Guard marine casualties or pollution incidents, which are included on the CD-ROM.

Check out the interactive map which directs a user to any division or district area and displays published data for that region from lock statistics, dredging data, waterborne commerce, to port and waterway facility data. Using facility as an example, click to obtain the following descriptive information for each commercial facility: waterway, mile, port, location, latitude and longitude, operator, owner, address and phone number, town, county, state, railway and highway connections, purpose (such as shipment of containerized solid waste), depth, berthing space and year surveyed.

Each year the data and publications are updated, and in many cases enhanced. The digitized waterway network -- a geographic database of navigable waterways of the U.S. -- comprised of links and nodes is routinely updated. This network, plus all the geo-referenced data on the CD, is ready to be uploaded into any Geographic Information System (GIS) platform, or for immediate use with the GIS capability included on the CD-ROM.

If an office needs additional copies of the CD-ROM for in-house, contractor or a partner's use call either Joyce Smith at 703-428-9061 or order directly from the above referenced NDC web site. [📖](#)

Determining Which States Receive Benefits from a Single Lock

Arlene Dietz, CEWRC-NDC

Developing the national significance of one lock, Chickamauga, (an old, small lock with hardware use in the top quartile of all Corps locks) was the subject of a Headquarters' (HQ) quick turn-around request to Navigation Data Center (NDC) in early June. The table created by NDC displayed the state-to-state, shipping-receiving relationships by commodity and volume. To meet the immediate need, since these data had not had the Rule-of-Three requirement applied to avoid disclosure of a carrier's business relationships, NDC supplied summary information for use outside the Corps, along with the detailed table for further analysis by the Nashville District or Tennessee Valley Authority staff.

Chickamauga Lock, according to official statistics from NDC, passed 2.6 million tons of commerce in 1998. This moved in 1729 barges (it would have taken 99,000 trucks to move this same volume). Waterside docks in 16 states shipped or received this lock-dependent cargo. Besides Tennessee's 2.6 million tons, Louisiana benefited with 1 million tons, Illinois with 500,000 tons, and Alabama with 400,000 tons. Significant moves were credited to Kentucky, Arkansas, Indiana, Texas, and Iowa as well.

Chickamauga's commodity groups are quite varied including chemicals and fertilizers, wood chips, asphalt, animal feed, corn, alcohol, numerous iron and steel products, non-ferrous ores, among many other products. Each tow carrying these commodities experienced peak month (September) delays of 5.0 hours in 1999 (1.4 hours of delay on an average annual basis during 1999).

Need a specific data run? Call NDC. The confidential level of detail is available to Corps analysts by commodity from dock to dock. Disclosure limits apply. For commerce data contact Charlotte Cook at 504-862-1473. [📖](#)

Strategic Project Web Sites: Become the Press, Win the Information War

Michael H. Logue, PAO, Vicksburg District

The Internet has become recognized as an important means of reaching various public groups and telling the organization's story. Corps detractors have achieved great success in this arena.

It is estimated that 70% of the public relies on the Internet as their primary source of information on issues of importance, making its application critical to the project manager. Losing the media and information war means delay, wasted resources, slipped schedules, budgetary impacts, loss of funds, and occasionally the demise of the project.

In 1999, several environmental and political groups were challenging one of the Vicksburg District's major projects, executing a major misinformation campaign. The command group was charting a traditional course of field visits and briefings to try to stem the political, media, and social fall-out.

Instead the District turned an innovative web page to turn the issue, using interactive web technology. This would allow the public and the media to get first hand information, have immediate access to Government officials, and overcome charges the Corps was hiding information. In two days, the page was available to the public and promoted in the state newspaper. The opposition was stunned. The newspaper labeled the web page "visionary" in its approach to meet public concerns. How often has the public been promised a response in 8 hours or less?

Public response to the page was excellent. In a matter of a week, queries to the page dropped from 300 a day to 10 or 12. A talk show promoted for a week to draw complaints about the project drew three calls, two positive about the project and one about a different topic all together. E-mail to the page was measured at 30-1 in favor of the project, giving the command team a better handle on the issue. This page weighed heavily into the district's ability to convince congressional interests that costly and ugly public hearings would not be needed, depriving the opponents an opportunity to continue their misinformation campaign.

The key to the success of this concept was the immediate accessibility to a credible, concerned Government spokesperson, the access to accurate information, the ability for the public to vent and ask questions, and the accountability in placed on the public. Faced with a similar controversial issue at Lake Ouachita, the District used the same process to prevent detractors from launching a misinformation campaign on an Arkansas project. Over 100 concerned citizens attended the first meeting. By the time the organization held its second meeting, the web site was up and only 12 people attended the second meeting. The Sierra Club of Arkansas praised the web site in the meeting. The issue died away.

This concept has since been used on other projects with similar success. This concept is now working its way through the Project Management structure and several districts are implementing their own versions of this highly effective program.

For copies of the Power Point Briefing on Strategic Web, and implementing instructions and templates for your district or project, contact [Michael Logue](#), Vicksburg District, PAO, 601-631-5052




Planning Capability Task Force Launched

Mark Dunning – IWR

The Civil Works Directorate has commissioned a task force to examine planning capability issues with a special focus on training and development needs of planners. The task force has been prompted by a widespread concern that Corps planning capability is diminishing as experienced planners retire or leave the planning function. The task force is co-chaired by Larry Donovan, SWD and Mark Dunning, IWR, and consists of a working group, plus a review committee. Working group members are Carl Borash, Alaska District; Larry Cocchieri, NAD; Ray Gesling, LRD; Mark Gmitro, IWR; Martin Hudson, Portland District; Teresa Kinkaid, Rock Island District; Frank McGovern, SAD; Robin Mooney, SPD; and Roger Setter, Louisville District. The review team includes Harry Kitch, HQ; Cheryl Smith, HQ; Ken Orth, SPD; Curtis Flakes, Mobile District; and Mona King, Seattle District.

The task force mission is to develop recommendations on training and developing planners. Recommendations will focus on both actions that can be implemented quickly, as well as on developing a long-term training and development strategy. In accomplishing this objective the task force will look at factors such as hiring, retention, and supplementing planning skills that may be pertinent to ensuring the development of capable planners.

The task force welcomes the views of planners and others who may have an interest in planning capability issues. Please consult the planning capability web page (www.usace.army.mil/iwr/planningcapabilities) to participate in an on-line survey and discussion forum. The task force expects to complete its work by December 2000, and will be presenting its recommendations to Dr. Jim Johnson, Chief of Planning as well as at the winter Planning Chiefs' Conference. 

Planner Training

Darrell Nolton - IWR

Three planning oriented courses offered through the Huntsville Training Division, PROSPECT program, and managed by IWR have changes for the FY01 survey. If you have signed up for one of these courses, please note the date changes. Planning Chiefs, if you have new economist on board, please consider sending them to the Economic Analysis-WRP course. There are 8 spaces available.

Course Number 270: Economic Analysis in Water Resources Planning is a 5-day course surveyed for the week of 5-9 March 2001. This course will be held in the Washington, D.C. area on the specified date. Registration was light so several spaces are available. New economist working in planning, or others who may be new to planning would benefit from this course. The IWR POC is Keith Hofseth (703) 428-6468.

Course Number 348: Environmental Restoration, Planning and Evaluation is a 5-day course surveyed for the week of 7-11 May 2001. The date of that session has been changed to 30 April-4 May 2001. In addition, there were enough registrants to warrant holding a second session. Thus, a second

session is being scheduled for the week of 25-29 June 2001. The first session will be held in the Washington, D.C. area. The second will be held in the west. There are a few spaces available to fill the second session. The IWR POC is Darrell Nolton (703) 428-9084.

Course Number 349: Risk Analysis for Water Resources Planning and Management is a 5-day course surveyed for the week of 2-6 April 2001. The date has been changed to 21-25 May 2001. The course will be held in the Washington, D.C. area. The class is currently full. Registration will be on a space available basis only. The IWR POC is David Moser (703) 428-8066.

Please see the Huntsville PROSPECT Purple Book for a more detailed description of these courses. Feel free to contact the above listed POC by phone or E-mail if you have specific questions about a course. 

Mailing of Correspondence and Decision Documents for Policy Compliance Support or Review


Susan Ragon – CECW-PC

Due to the physical move of Headquarters, US Army Corps of Engineers (HQUSACE) during the month of August, as of 9 August 2000, please suspend mailing of all decision documents previously addressed to HQUSACE, 20 Massachusetts Avenue, NW, Washington, DC 20314-1000. Mailings may resume so that items are received no sooner than 22 August. According to paragraph H-2.f, page H-3 of ER 1105-2-100, mail report submittals to the following address:

Deputy Commanding General for Civil Works
ATTN: CECW-B
US Army Corps of Engineers
441 G Street, NW
Washington, DC 20314-1000

Instructions for Contributors to Planning Ahead

This newsletter is designed to improve the communication among all the planners and those we work with throughout the Corps. We hope that future editions will have mostly information and perspective from those of you on the front lines in the districts. We hope that these notes become a forum for you to share your experiences to help all of us learn from each other. We can't afford to reinvent the wheel in each office. We welcome your thoughts, questions, success stories, and bitter lessons so that we can share them on these pages. The articles should be short (2-3 paragraphs) except in some cases where you just have to say more.

- Use WORD 97, if at all possible
- Use "normal" style
- Use Times New Roman font, 11 pitch
- All text should be left justified with start of each paragraph indented by one tab stop.
- Each article should have short title with only initial letter of each word capitalized
- Following each title should be author's name and organization
- Last line should be contact information – phone number or e-mail address 

Subscribing to Planning Ahead

To subscribe to our distribution list, send an e-mail message to majordomo@usace.army.mil with no subject line and only a single line of text in the message body.

That single line of text should be: “subscribe ls-planningahead”.

If you want to be removed from the distribution list use: “unsubscribe ls-planningahead”.

To obtain a 'help' file, send only the word 'help' in the text of the message (nothing in the subject line) and address it to majordomo@usace.army.mil .

The web site for additional information is: <http://eml01.usace.army.mil/other/listserv.html> 

Submissions Deadline

The deadline for material for the next issue is **30 August 2000**

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